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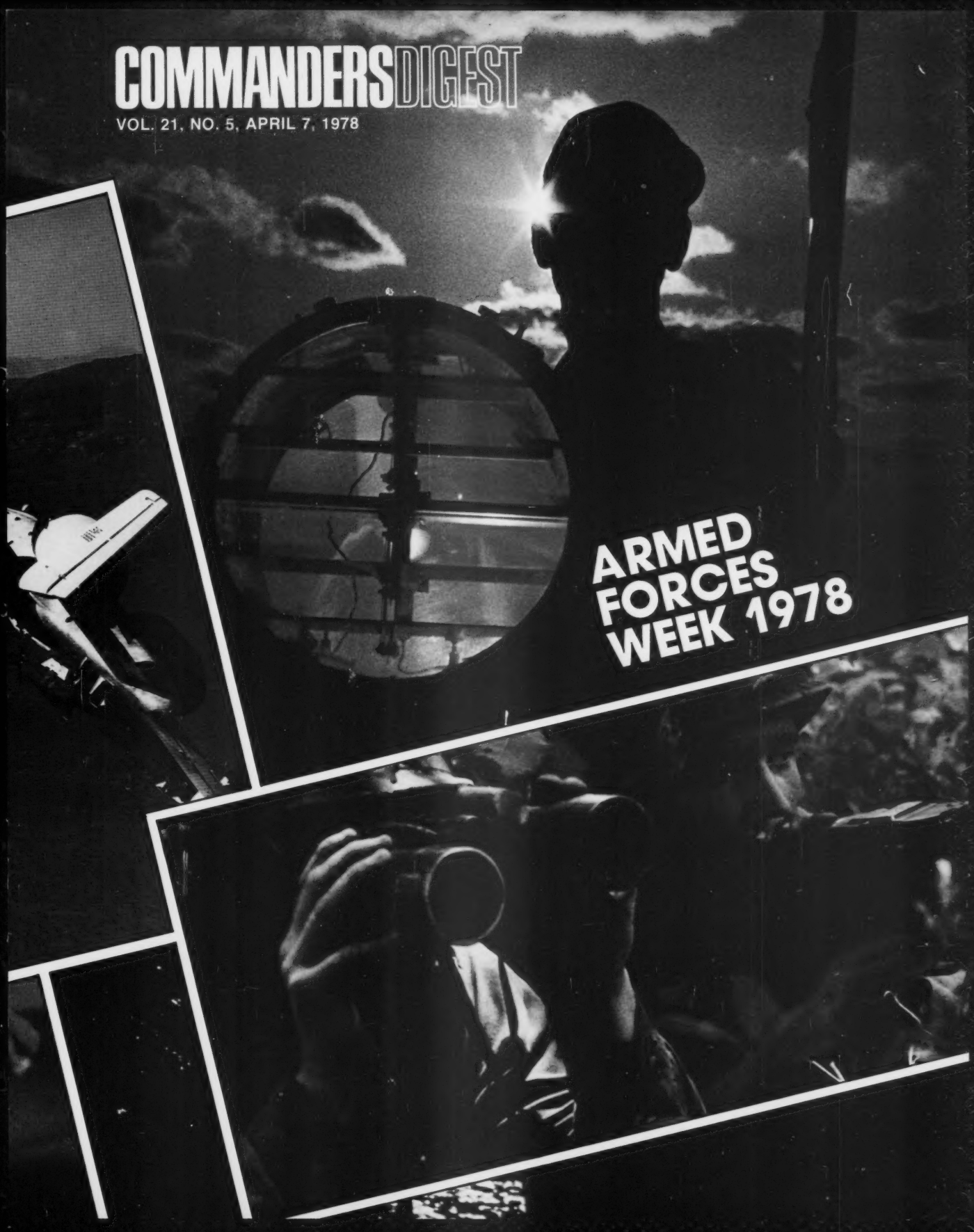

ARMED FORCES WEEK 1978

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Armed Forces Day will be observed on Saturday, May 20, this year, though some observances may be conducted during the week starting Monday, May 15 through Sunday, May 21.

The U.S. Armed Forces—at all levels—have been encouraged to offer the civilian community an opportunity to become better acquainted with the military establishment by high visible observances in the civilian domain and open house or similar activities on military installations. Included in this idea is a desire to portray to the civilian community a sense of the commitment to a challenging and demanding way of life that service in today's all-volunteer Armed Forces requires. All DoD components, including the National Guard and Reserve, are scheduled to participate.

HISTORICAL NOTE

With the unification of the U.S. Armed Forces in 1947, efforts were made to consolidate the separate observances of Army, Navy, Marine Corps and Air Force Days which were held on April 6, Oct. 27, Nov. 10, and Sept. 18, respectively.

However, it was not until Aug. 31, 1949, that Secretary of Defense Louis Johnson announced, with the approval of President Harry S. Truman, that "the third Saturday in May is to be designated 'Armed Forces Day'." Then on Feb. 28, 1950, President Truman issued a Presidential Proclamation proclaiming Saturday, May 20, 1950, as the first Armed Forces Day.

Since then, each succeeding President has reaffirmed by Presidential Proclamation the third Saturday in May as Armed Forces Day.

TOTAL A

Women in the Army are now being trained to handle weapons as skillfully as their male counterparts, (above) thus enhancing the Army's part in efforts such as Reforger (below) to make NATO an effective deterrent to the Warsaw Pact threat.

The mission of people in Army green once was determined by status. For the active duty member, the guardsman and the reservist, the images were sometimes split.

But the U.S. Army has changed and a single image is now in clear focus. Every Active component and Reserve component member, side by side with every Army civilian, is part of a single team . . . today's Total Army.

KEY ISSUES

Among the Army's toughest challenges are attracting quality people for its units and conducting the kinds of programs needed to maintain a top-notch volunteer force.

Another challenge is maintaining overall readiness in view of an increasingly capable Warsaw Pact. This includes improved training, doctrine, manning and equipment.

The current technological advantage over Warsaw Pact nations must be kept dynamic or it will diminish in direct relation to how quickly Soviet technology advances. Equipment modernization and development are prime interests in maintaining American security. Deterrence is a major goal in avoiding war.

ARMY GOALS

Like any endeavor, the Total Army's combat effectiveness must be met through well defined goals. To that end, Secretary of the Army Clifford L. Alexander Jr., and Army Chief of Staff General Bernard W. Rogers issued a joint statement in September 1977, outlining the six Army goals.

- **THE READINESS GOAL** commits the Army to maintaining a capable fighting force, equipped and trained to win the first battle of any future war. Units must come to a theater of war already prepared, and stay until the battle is won. And they must be prepared to fight in a coordinated effort with North Atlantic Treaty Organization (NATO) forces in Europe and other allies worldwide.

- **THE HUMAN GOAL** calls for recruiting the highest quality personnel, both military and civilian, who will prove as dedicated and reliable in wartime as in peacetime. To do this, the Army is striving to offer a creative and dynamic career opportunity for all who choose to serve. Special efforts are being made to provide good hospitals, commissaries, exchanges, child care facilities and recreation facilities and opportunities. The Army is fully aware that attracting and retaining today's soldier also requires good pay and promotion opportunities. One further effort within this goal is to

RMY: No Longer Split; Now A Single Team

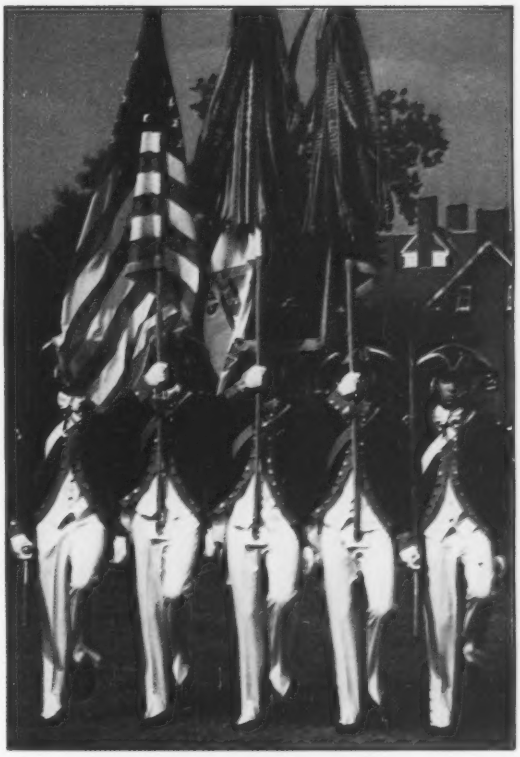
explain to those outside the military community the sacrifices and responsibilities borne by soldiers in peace and in war.

- **THE MATERIEL GOAL** orients the Army along a path to maintain a modern, reliable and powerful arsenal of equipment. Included in this goal is the Army's commitment to rationalization, standardization and interoperability. This includes standardizing items used by NATO military forces such as repair parts, ammunition, communications systems and the like. Standardization of maintenance procedures is also in progress. The Army is particularly concerned with continued improvement in combat vehicles, electronic warfare, intelligence equipment, tactical nuclear weapons and chemical defense capabilities.

- **THE STRATEGIC DEVELOPMENT GOAL** concerns the readiness of Army forces to go to combat anywhere in the world on short notice. Existing plans for deployment are continually reviewed for improvement, and forces to be deployed will be tailored for projected needs. Plans for moving quickly into combat are updated through review and rehearsal by both the Active and Reserve components. The Army works with the Air Force and the Navy in an effort to find the fastest means of moving troops and equipment wherever in the world they are needed.

- **THE FUTURE DEVELOPMENT GOAL** is a look towards the needs of 1985 and beyond. Sophisticated technology will dictate briefer, more intense wars. The Army is focusing its efforts on developing lightweight, easily maintained equipment that uses fuel efficiently. Materiel needs projected for the first 60 days of a future war include tanks, infantry fighting vehicles, artillery, air defense and anti-tank weapons, and intelligence and communications equipment.

- **THE MANAGEMENT GOAL** obliges Army leadership to use people and programmed resources as effectively as possible and to account candidly to Congress and to the American public for the way in which tax dollars are used. Leaders are charged to eliminate tasks which do not relate directly to preparing to fight and win.



The "Old Guard" of the Army's 3rd Infantry portrays the splendor of U.S. history with its ceremonies and revolutionary period costumes (above), while the modern-day soldier (below) operates an M-47 Dragon medium antitank missile. This 32-pound Dragon provides antitank capability for companies and platoons and has a range of 1,000 meters.

SUPPORTING NATO

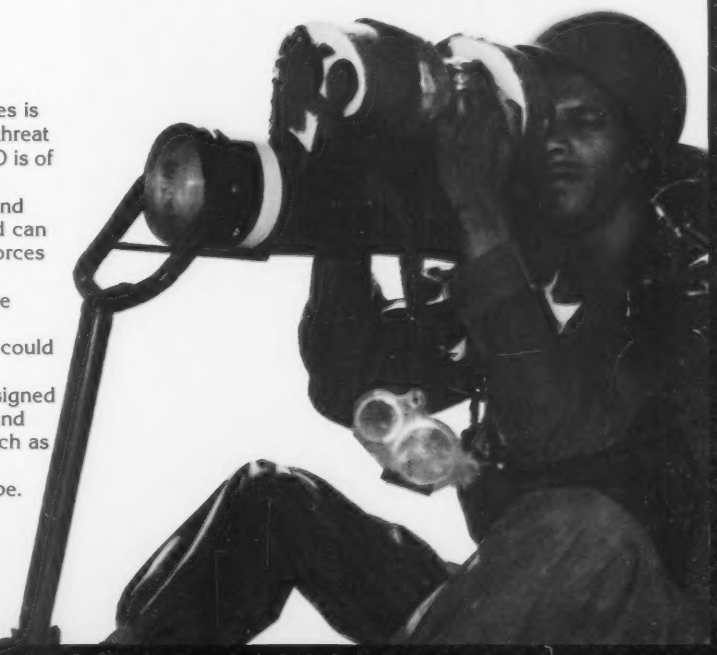
Deterrence of the threat of aggression from Warsaw Pact countries is the major reason for the existence of NATO. Because the greatest threat to U.S. land forces lies on the European battlefield, supporting NATO is of great importance to the U.S. Army.

Warsaw Pact forces deployed in East Germany, Czechoslovakia and Poland can attack NATO's central region without reinforcement and can do so in a relatively short time. Furthermore, the old idea that Pact forces have out-of-date equipment is no longer valid.

The Soviets have fielded large numbers of modern tanks, effective surface-to-air missiles and self-propelled artillery.

Without the deterrent factor of strong land forces, Pact influence could spread to areas of the world critical to Western interests.

In view of this, increasing numbers of U.S. personnel are being assigned to NATO, strengthening Army divisions, brigades, and air defense and cannon artillery units. New units are being added as well. Some, such as artillery units significantly boost combat power. By FY 1979, the equivalent of three additional artillery battalions will deploy to Europe.



When disaster strikes, the National Guard and Army Reserve (above) can be counted on to do their part. Women (below) are making their mark on the Total Army. No longer restricted to typing pools, Army women are selecting career fields that offer technical training and challenges such as fine-tuning an engine.

OTHER INTERESTS

Outside of NATO the United States has commitments in other parts of the world. At present the Army can respond to contingencies with quick reaction forces that range from a platoon of rangers to an airborne brigade or division to a corps-sized force of three divisions and supporting forces totalling 100,000 troops.

NEW IMPORTANCE OF RESERVE COMPONENTS

One of the Army's major challenges is to ensure that its units are capable of making a rapid transition, if necessary, to a combat environment.

The ability of the entire force to deploy overseas, to be received in the area of operations and to sustain itself in combat, plus the readiness of individual soldiers and units gives a measurement of "force readiness."

Inherent in today's view of force readiness and the Total Army is the readiness of the Reserve components. They are being restructured to complement and add to the effectiveness of the Active component. Under the affiliation program, Reserve component units train alongside Active component units to assure Total Army readiness.

The Army National Guard provides roundout brigades and battalions to the Active component. Additionally, Reserve components augment combat power in the form of maneuver brigades and battalions.

The Total Army employs a variety of programs designed to enhance the readiness of Reserve components. Reserve component units participate regularly in Joint Chiefs of Staff (JCS) directed joint training exercises with their active counterparts.

All told, the Army will train approximately one million Active and Reserve component personnel during this fiscal year.

IN-HOUSE INTERESTS

In the past year and with an eye to the future, the Army has concerned itself with several issues that do not relate solely to combat, but do impact on the effectiveness of the Army as an organization.

In October 1977, Department of Defense published a directive establishing unionization policy affecting all Service members. The directive prohibits commanders and supervisors from engaging in negotiation or collective bargaining. It prohibits members of the armed forces from engaging in strikes, slowdowns, work stoppages or other actions by two or more persons which are intended to and do obstruct or interfere with the performance of military assignments; further it prohibits picketing for the purpose of causing any of the foregoing when such actions are related to the terms or conditions of military service.

It does not prevent members from presenting their grievances through proper military channels, petitioning members of Congress, or belonging to any organization to represent them with respect to the terms of conditions of off-duty employment.

Another issue important to the Army continues to be energy conservation. Since 1973 the Army has reduced its total energy use by 27 per cent.

Plans are in the works for solar energy projects in Army family housing and modification of existing heating and ventilating systems to make them more efficient.

The past year has also brought a push for better ways of keeping track of Army property. This is important not only to the Army's pocketbook, but to combat readiness.

TRAINING

With the limits of today's technology virtually unbounded, the Army must continually update methods of training. Soldiers must be able to perform ever more complicated tasks that present many new challenges.

One answer is the newly developed Skill Qualification Test (SQT). The test measures not only what soldiers know, but how well they can perform tasks critical to their jobs.

All SQTs have a written component; most also include a hands-on component and a performance certification component. Each of the three types of components is broken down into units called tasks for scoring.

Each SQT is designed to examine a specific skill level in a specific military occupational specialty (MOS). Whether a test contains all three components depends on the MOS, the soldier's grade, and the environment. There may, for example, be no equipment available for a hands-on component.

The major value of SQT is that tasks are geared to what soldiers face in real-life, on-the-job situations. The test is a valuable tool for evaluating knowledge, skill and job performance whether that task is performed alone or with a group of other soldiers.

RECRUITING

An organization is only as effecti e as the people within it and the Army is no exception. Whether recruiting active duty members, Reserve component members or civilians, the Army aims at bringing into its ranks the highest caliber people possible.

Major emphasis has been placed on the role of women in today's Total Army. The number of women in the Active component projected for the end of Fiscal Year (FY) 1979 will double that of FY 74. Today, some 34,000 women help to fill the ranks of the Reserve components. Looking to the future, several studies are underway to determine the appropriate balance between mission accomplishment and maximum opportunity for women. Undoubtedly, expanded duties for women will offer at least a partial solution to shortages of male personnel projected for the 1980s.

However, the Army's personnel requirements extend beyond uniformed members. There is always a need for civilian personnel who perform support functions ranging from administrative work to advanced scientific research. Having civilians as an integral part of the Total Army permits soldiers to develop and sharpen continually their military skills. In time of war, Department of the Army civilians play an essential role in the rapid expansion of support functions necessary to mobilize and sustain the force in combat and have always shown dedication to their tasks equal to that of uniformed members.

The Army has been fortunate in attracting top-notch civilians. Both the Secretary of the Army and the Chief of Staff stress the need for continued efforts to attract qualified civilians, develop requisite job skills and assure reasonable job security.

Recruiting for the Active component has not posed a significant difficulty. The Army has been able to attract first-rate soldiers and, today, those who choose to serve do so without conscription and for a variety of reasons. Although patriotism and citizen duty are normally a part of enlistment, pay and working conditions are also important to today's soldier. Education and training opportunities, pay, travel and, above all, pride figure in the 99.1 per cent accession goal reached in FY 77.

Although recruitment of Reserve component members has not been as successful, Army leaders feel solutions to that problem can be found in expanded enlistment and retention incentives.

SUMMARY

The U.S. Army has a clear and important role to play in today's world. First and foremost it is the bulwark behind American foreign policy in our pursuit of national security objectives.

To accomplish its job rapidly and effectively, the Army depends on attracting and retaining quality people . . . people who are the ready, willing and dedicated force comprising the Total Army.

Training is essential in order to maintain a good army. This soldier (above) is using the M67, 90 mm recoilless rifle, which has for a number of years provided small infantry units with anti-tank defense, while another exercise (below) provides training to meet the rigors of below-freezing temperaures.

NAVY:

Navy ships must be designed to operate with those ships already in the force, to be compatible with those ships included in the force structure of the future, and to function effectively in the threat environment of the future.

The U.S. Navy's primary mission, in the words of the Chief of Naval Operations, Adm. James L. Holloway III, is "to be prepared to conduct prompt and sustained combat operations at sea in support of our national interests."

This means keeping open the sea lanes of the world, supporting treaty agreements, and maintaining a strike capability as a deterrent to nuclear warfare.

The Navy always must be able to overcome the sea denial capabilities of potential adversaries through continued maritime superiority. It also must cope successfully with potential threats in order to insure continued freedom of the seas for the United States.

The seas are of paramount importance to the United States—as a source of food, as barriers for defense, as military lines of communication, and as world trade arteries. National security cannot be assured without that balance of maritime strength which is maintained today by the United States and her allies.

Today's Navy faces an expanding three-dimensional threat—above, on, and under the sea.

The need for a multi-mission capability in all Navy ships is increasing. The various types of ships, aircraft, and weapon systems which make up the fleet must be combined in a naval force which is always capable of flexible employment. Tomorrow's Navy must be able to meet a broad spectrum of contingencies, from peacetime deterrence and crises management to the most demanding challenges of a major war.

The primary threat facing the United States and its allies today comes from the Soviet Union. Admiral Sergei G. Gorshkov, commander in chief of the Soviet Navy since 1956 has said, "The flag of the Soviet Navy flies over the oceans of the world. Sooner or later, the United States will have to understand it no longer has mastery of the seas."

Thus, the United States and the free world is faced with a rival whose objective is to limit the free use of the world's seas.

The Soviet Navy now has expertise in all categories of naval warfare and continues to grow, especially in its ability to conduct multi-dimensional naval warfare in ocean areas remote from the Soviet Union. In order to counter Soviet naval developments, U.S. naval forces must be prepared to conduct prompt and sustained combat operations wherever the threat may be.

In carrying out its mission the Navy has two distinct responsibilities: currrent fleet readiness, and the effective

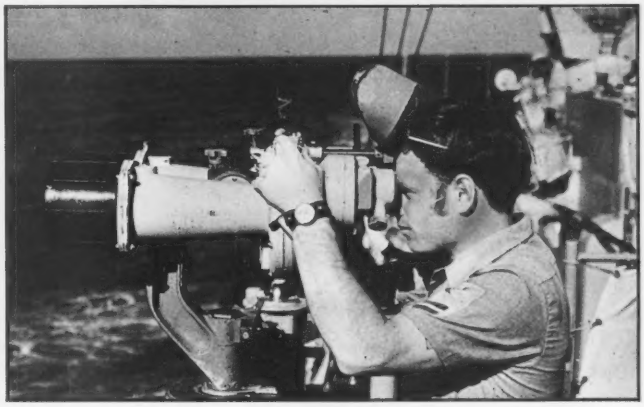
In Support Of The National Interest

modernization of the Navy to provide a continued capability to maintain the necessary degree of superiority in the face of future threats.

Current fleet readiness encompasses personnel, material, and training readiness. Personnel readiness means having enough people with the proper skills and experience to man weapon platforms and support activities. Material readiness refers to both maintenance and logistic support. Training readiness is achieved mainly through steaming ships at sea and flying aircraft.

HARDWARE

The Navy's projected force structure and the level of modernization incorporated into that structure are the basic elements which contribute to future capabilities of the fleet. In the assessment of the U.S. Navy's continued ability to fulfill its roles within the national strategy, the potential contributions of allies also are considered, including the force goals developed by NATO which address alliance-wide force requirements.



Personnel readiness continues to be a matter of top priority in the Navy. As weapon systems become more sophisticated and complex, there is an increasing need for more technically trained operators.

Shipbuilding is unique in defense programs because of the long life and high initial cost of a ship. Therefore, in order to ensure that a ship will be a useful investment throughout its programmed life, careful planning is required.

New ships must be designed to operate with those ships already in the force, to be compatible with those ships included in the force structure of the future, and to function effectively in the threat environment of the future.

As of Feb. 1, 1978 there were 101 U.S. Navy ships under contract—32 submarines and 69 surface ships. Thirteen of the surface ships are non-combatant types.

In fiscal year 1979 the Navy will have 14 new ships in the fleet: one submarine tender, one amphibious assault ship, and the rest destroyers and nuclear submarines. Nine of these ships have already been launched.

PEOPLE

The Navy is continuing, as a matter of top priority, its efforts toward improving personnel readiness. It is essential to keep enough people with the right skills to operate and maintain the ships, aircraft, and weapons

Maintenance is one of the careers in the Navy where women are now taking their place alongside their male counterparts.

systems in the fleet, as well as to man the supporting shore establishments. As weapon systems become more sophisticated and complex there is an increasing need for more technically trained operators. An expedient way of keeping the fleet properly manned has been the Fleet Readiness Improvement Program. This program, as a "quick fix" measure, has maintained manning levels at sea at approximately 100 per cent since June 1976. However, a shortage of essential mid-level supervisory personnel at sea still exists. Moreover, to achieve full manning at sea, it has been necessary to man some shore billets at less than 100 per cent.

RECRUITING

The Navy fell five per cent short of the 116,000 new recruits required to attain the approved enlisted end strength for FY 77. This was the largest annual recruiting target since the advent of the All-Volunteer Force. With the 15 per cent lower requirement for new recruits in FY 78, there is a greater probability that goals will be met.

The Navy intends to hold to established quality standards, while reducing requirements for new male recruits through such measures as employing more women, increasing civilianization of military positions, and reducing attrition.

With respect to officer procurement, accession plans were met for all officer communities, with the exception of the medical and nuclear power programs.

RETENTION

Although 96 per cent of the established goal for entry into the career force was attained through first term reenlistments in FY 77, reenlistment shortages occurred in about 35 per cent of Navy enlisted ratings. These are primarily in the critical sea-going ratings. However, the failure to attain second term reenlistment goals is of greater concern. These are petty officers with eight to 12 years of service and their reenlistment is necesary to sustain the career force. Such reenlistments in FY 77 were only 79 per cent of goal, and about half of the enlisted ratings were seriously affected.

There was also a slight decline in the retention of petty officers eligible for third-term, and beyond, reenlistments. This has resulted from about five per cent higher-than-planned transfers to the Fleet Reserve. However, the number of reenlistments remains sufficient to meet Navy's needs for these supervisory personnel.

WOMEN IN—THE NAVY

Until about five years ago, there were 5,000 enlisted women and a few thousand women officers in the Navy—almost all nurses. Today there are 20,000 enlisted women and 3,500 women officers in the Navy doing everything from piloting aircraft to serving on tugs. The tugs, of course, are harbor tugs but the Navy has been making efforts to modify Federal law to permit assignment of women to some selected types of sea duty. At the present time, under the law—Article 6015 of Title 10 of the U.S. Code —Navy women may only be assigned to duty aboard "hospital ships and transports". The Navy has none of these ships in operation right now. A proposed modification to article 6015 would permit assignment of women to ships similar in nature to hospital ships and transports—not likely to become involved in combat—such as oceanographic ships or certain auxiliary ships—and would also permit temporary assignment, as for a short training cruise, to any ship during a period when it is not likely to become involved in combat.

The Navy feels it is important to give Navy women the opportunity to observe and participate in shipboard activities insofar as possible, both for training purposes and for job satisfaction.

By 1983 the Navy plans to add another 10,000 female enlisted personnel and another 900 women line officers to its rolls. These additions are independent of any possible change in the law, as they are for billets ashore and overseas. If the law is modified, the Navy could add about 7,000 billets at sea and ashore, which would bring women in the Navy to about eight per cent of the total force strength, projected to FY 83.

NAVY CIVILIANS

In the past few years the words "Total Force" has been used more and more frequently in the Navy. This term describes the total manpower resources which make up the Navy, including military, military reserve, the civilian work force, and contractors.

The Department of the Navy (including the Marine Corps) employs about 308,000 civilians, or about 60 per cent of the total active duty force. In general, this civilian work force supports the fleet and combat Marines in the United States and overseas.

In addition, there are about 11,000 indirect-hire foreign nationals employed overseas.

The largest number of civilians employed overall are in the Naval Materiel Command, numbering about 206,000. The two largest systems commands for civilian employment are the Naval Sea Systems Command and the Naval Air Systems Command, having more than 96,000 and 41,000, respectively. Civilian employment by Commander-in-Chief, U.S. Pacific Fleet is more than 17,000, Chief of Naval Education and Training another 11,000, and the Marine Corps more than 16,500. There are about 67 Navy and Marine Corps individual activities in the United States and overseas who employ 1,000 or more civilian employees.

The Navy's primary mission is to be prepared to conduct prompt and sustained combat operations at sea in support of national interests.

NAVAL RESERVE

Today's Naval Reserve is an increasingly important element of the Total Force Navy.

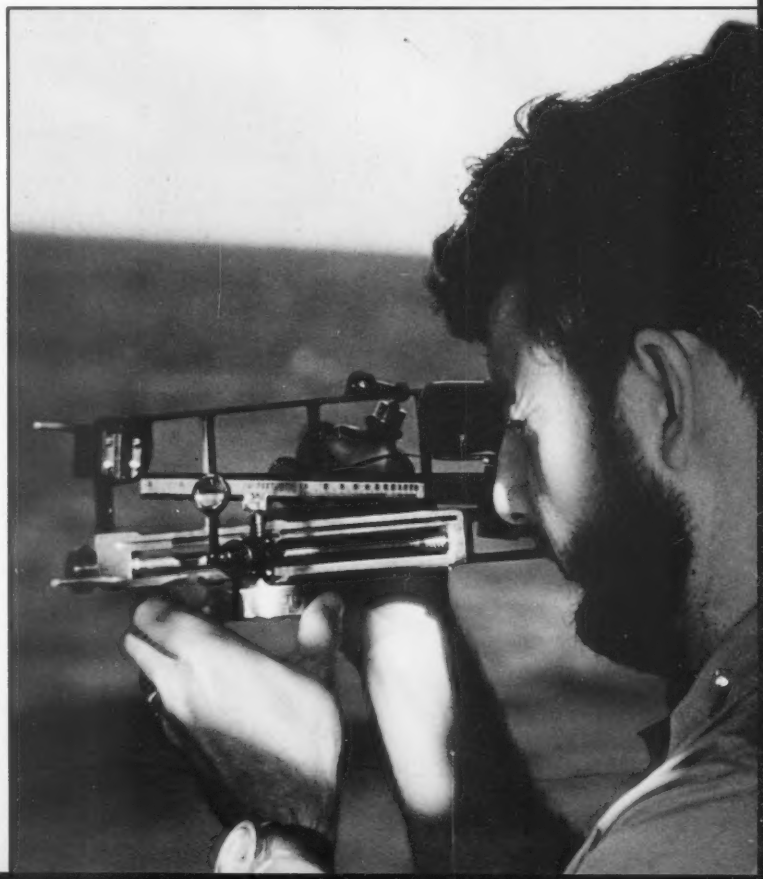
As active duty Navy force levels have dropped in recent years, the role of the Naval Reserve as the only immediate source of skilled augmentation to the fleet and shore establishment has generated a sharp new focus on improved combat readiness and mobilization training within Reserve ranks.

Located at some 300 surface training activities, and 28 aviation sites around the country, the 2,400 units that make up the Selected Reserve are closely configured to Navy mobilization requirements developed by the fleet commanders-in-chief and the Chief of Naval Operations. Approximately 87,000 men and women make up the Selected Reserve. Several thousand others are also in drill status, but receive no pay.

Naval Reserve assets include 47 operational aviation squadrons, manned by a combination of active duty and inactive duty personnel who fly aircraft ranging from F-4 Phantom fighters to P-3 Orion antisubmarine warfare patrol planes and C-9B Skytrain jet transports. The two Naval Reserve carrier air wings recently demonstrated a high level of operational readiness in closely monitored evaluation exercises.

Afloat assets of the Naval Reserve are under the operational control of the fleet commanders and include nearly 30 destroyers, 22 ocean mine sweepers, several large amphibious ships and a variety of coastal and riverine warfare craft.

Selected Reserve units are also designated to augment other fleet ships, aviation squadrons, bases, staffs and headquarters commands.



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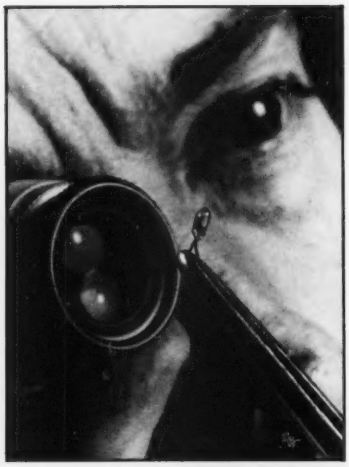


Air Force requirements have led to new developments in recent years. The need for miniaturized components, for example, has led to developments such as the micro-miniature lamp (top) while the need for additional pilots has led to women serving in this capacity.

Today's Air Force has the fewest people in 26 years—since before the Korean War. Like the Nation as a whole, it has had to face up to inflation and reduced energy supplies. Therefore, the Air Force is maintaining its efficiency through effective management, technological improvements, and increased reliance on its dedicated members—Active duty, Air National Guard, Air Force Reserve, and civilian employees.

RESERVE FORCES

Under a policy adopted in 1973, Active and Reserve forces are considered as a single unit for contingency planning. This requires that the Air National Guard and Air Force Reserve meet the same standards of readiness and proficiency demanded of the Active force. Therefore, the number of Guard and Reserve members has been increased, and their training has become more extensive. Under the Reserve Associate Program, for instance, Air Force Reservists now deploy and train with Active forces—often flying and maintaining the same aircraft. Modern aircraft, such as the F-16 and A-10, will be used to equip the Reserve.

CIVIL AIR PATROL

Another organization working as a permanent civilian auxiliary of the Air Force is the Civil Air Patrol (CAP). Since World War II, the Civil Air Patrol, as part of the U.S. Civil Defense structure, has provided emergency services such as air search and rescue, local disaster relief, and civil defense. During 1977, Civil Air Patrol members were credited with saving 53 lives.

The Air Force provides considerable logistical and liaison support to the CAP. Despite the close affiliation, however, the Civil Air Patrol remains a civilian organization of concerned volunteers, working for the civic good and a strong national defense.

CIVILIAN SUPPORT

Civilians have been a part of the air forces since the Army Signal Corps contracted with the Wright Brothers to build planes and instruct pilots. Today civilians make up one-third of the Air Force work force. They are employed by the military for four reasons: to provide abilities not otherwise available; to assure continuity of administration and operations; to form a nucleus of trained workers that can be expanded in an emergency; and to perform essential support functions. This allows the military people to concentrate fully on their primary mission of maintaining combat readiness.

AIR FORCE WOMEN

The employment of women in the Air Force is important beyond just supporting equal opportunity programs; it is helpful to the success of the All Volunteer Force. While the number of young men eligible to enlist is dwindling, military needs remain about the same. If the Air Force is to maintain its standards, it must increase the representation of women in the Air Force, and continue to increase the opportunities available to them.

Public law prohibits using Air Force and Navy women in combat. Within the content of the Title 10 restrictions, the Air Force now permits women

RCE: Efficiency Through Management

officers to serve in any field. Women officers are being admitted to flying training, and the first active duty Air Force women pilots and navigators were graduated in 1977. Women officers and airmen are training for the **TITAN** missile program. Enlisted women are being trained in the security force specialty.

The percentage of women in the Air Force is rising, and is expected to continue. Increasing opportunities for women is another way the Air Force continues to maintain its efficiency.

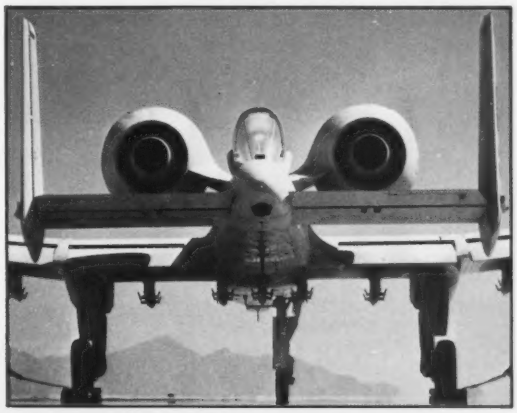
PERSONNEL MANAGEMENT

People remain the Air Force's most important resource. The powerful weapons and sophisticated technology are only as good as the people who operate and maintain them. A multi-million dollar jet fighter is only as reliable as the 21-year-old crew chief who may work 14 hours a day to keep it combat-ready. About 41 per cent of the Air Force budget is devoted to personnel costs. So the Air Force must retain only the best trained and most highly motivated people.

Without sacrificing combat capability, the Air Force has made personnel reductions by capitalizing on technological improvements, streamlining organizational structures, and cutting into headquarters, support, and other overhead personnel areas. In Europe, for instance, it has focused on improving the efficiency and combat capability of forces committed to NATO. Significant economy has been realized through improved management and reorganization.

With each member being a highly trained professional, the Air Force has been able to maintain its proficiency, even with fewer people. The reason, simply, is because it emphasizes quality, not quantity.

Whether it be meeting the threat of conventional warfare with the newest close air support aircraft—the A-10—(top) or resupplying a remote radar station in Greenland, the Air Force always stands ready.



To reduce fuel cost, the Air Force has developed new aircraft that use less fuel, has cut flying hours, and is developing new kinds of fuel from comparatively plentiful resources.

RESOURCE MANAGEMENT

The Air Force also maintains efficiency by managing its resources carefully. The Air Force is a community, and provides housing and services for more than 3 million people. It is a landowner, and is responsible for more than 9 million acres of public property. It is an airfield and aircraft operator, and must conduct operations with the least adverse effect on local health, safety and welfare.

The Department of Defense uses about two per cent of all energy consumed in the United States. The Air Force is the biggest energy user within the Defense Department. In 1976, 2 billion dollars—7 per cent of the Air Force budget—went for energy. Two-thirds of this was for aircraft fuel. The other third was primarily used for utility fuel for bases, with about 2 per cent used for vehicles.

TRAINING

To maintain a posture of readiness, Air Force people must continually train and maintain proficiency in their tasks. Training is not an annual test of a unit's capability, but a day-by-day occurrence. Training has been intensified through exercises which involve American forces as well as military units from Canada and NATO countries. Air National Guard and Air Force Reserve units train side-by-side with their Active-duty counterparts.

Combat training maneuvers have become much more realistic. The simulator for air-to-air combat pits pilots against each other in realistic aerial battles—without ever leaving the ground. Using this and other simulators, pilots can receive valuable training in combat situations without generating combat training sorties, and without using fuel.

The Air National Guard and Air Force Reserve perform a vital mission in the Total Force—such as dropping this fire retardant from a C-130 aircraft.

FORCE MODERNIZATION

Air Force people have proved themselves to be the best. But to be the most effective, they must also have the best aircraft and support systems. The basic strategic nuclear deterrent is the **TRIAD**—long-range manned bombers, land-based intercontinental ballistic missiles (ICBMs) and the Navy's sea-launched ballistic missiles. This is an effective system today, and it will remain effective for the foreseeable future. But various components must be modernized.

Several suggestions to update the manned bomber element of **TRIAD** were considered last year. It was decided to continue using current aircraft, enhanced by the addition of a new weapon, the cruise missile.

Relatively small, the cruise missile combines advances in missile guidance and mini-computer technology to achieve high accuracy and flexible routine. It can follow terrain closely, and is difficult to detect by ground radar. The cruise missile poses severe defensive problems for potential adversaries.

The intercontinental ballistic missile remains an effective and essential element of **TRIAD.** The **Minuteman II** and **Minuteman III** systems have received silo improvements to increase survivability, and the **Minuteman III** guidance system is being improved. An improved yield warhead is being considered for the **Minuteman III.**

The Air Force is also modernizing its tactical forces to meet the threat of conventional warfare. The F-15 Eagle, the most advanced fighter in the world, reached combat operational status during 1977.

The dual missioned F-16 will provide an advantage over enemy aircraft in air-to-air combat because of its advanced maneuverability and speed.

The A-10 close air support aircraft is combat operational at Myrtle Beach AFB, S.C.

Command, control, and communications (C^3) are crucial in any strategic situation. The E-4 Advanced Airborne Command Post provides survivable systems to back up ground control centers. It serves as the National Emergency Airborne Command Post under the operational control of the Joint Chiefs of Staff, and is assigned to Offutt AFB, Neb., headquarters of the Strategic Air Command.

Also vital to command, control, and communications in the tactical environment is the E-3A Airborne Warning and Control Systems, or AWACS. Its highly refined airborne radar has the ability to look down on moving targets and distinguish them from ground clutter.

As the Defense Department's prime agency for space development programs, the Air Force has been working with the National Aeronautics and Space Administration to develop a reuseable space transportation system. The first space shuttle has completed atmospheric approach and landing tests. Its first space flight is scheduled for next year, and operational flights are expected in the 1980s.

SPINOFFS

With its highly qualified people and very efficient systems, the Air Force offers America more than defense. Military advancements often lead to spinoffs, that are valuable to the civilian community and affect much of the world's way of life.

Civil aviation probably benefits more from Air Force technology than most other areas. Eight out of 10 commercial jet airliners in the free world today were designed and built in the United States. Of these, one in four can be traced directly to an Air Force bomber program.

Air Force Academy cadets, such as this woman (left) are trained to be the future military leaders and may be called upon to take part in test flights such as this one (below) which involved a modified Boeing 747 and a space shuttle.

CONCLUSION

The Air Force's mission is national security. To perform that mission, it has certain resources at its disposal. The Air Force management task is to use those resources, within time and cost limits, to achieve its misson. Therefore, money and materiel must be put to the most effective use. This requires effective management at every level of the Air Force, by our most important resource—our people. Each person—military and civilian,—Active, Guard, or Reserve—is an integral part of our United States Air Force.

The primary mission of the Marine Corps is to provide air and ground forces of combined arms for service with the fleets of the Navy.

MARINE C

Armed Forces Day focuses the attention of patriotic Americans—civilian and military—on the means of survival in an indifferent, often hostile world. The men and women who wear the uniform of the U.S. bear the burden of that survival. Yet, they must have the support of the American people to achieve that end. What is needed is a continuing interest in national defense, an informed electorate, and the dedicated service of a broad range of Americans in and out of uniform.

In the drama of national survival, the lead roles are held by the military Services, each with a mission, its own uniform and fighting tradition.

The primary mission of the U.S. Marine Corps is to provide air and ground forces of combined arms for service with the fleets of the U.S. Navy. The familiar words of the Marine's hymn—"first to fight"—describe better than ever before the Marine Corps' role in defending the Nation in any clime or place. The test, should it come, will be on the battlefields of tomorrow.

CURRENT STATUS

The Marine Corps in 1978 is a ready force of approximately 190,000 Marines. It is manpower-intensive, that is, the maximum possible share of manpower is devoted to combat forces. Its perspective is global—reflecting the realities of the world situation and the United States' position as a maritime nation with worldwide intererests.

As one of the four Services within the Department of Defense, the Marine Corps has much in common with the other Services. Yet its missions and operational outlook remain distinct.

Operational readiness, versatility, and the total integration of Marine air and ground components in the air-ground team are fundamental Marine Corps concepts. They underscore the Marine Corps' organization and mission, together with its statutory role as America's amphibious force-in-readiness.

Perhaps the unique concept of the Corps is the total integration of its capabilities into air-ground teams of combined arms. Air power is included as a fully integrated component of the teams, not as a supplement to the organic firepower of the ground combat elements. The result is a complete merging of combat power under one commander with an integrated staff and the means to closely coordinate and control the different elements.

MISSION AND STRUCTURE

The Marine Corps is one of the two separate services within the Department of the Navy. Its close association with the U.S. Navy is consistent with its primary mission, "to provide Fleet Marine Forces of combined arms for service with the fleet . . ."

Navy and Marine amphibious forces operating together fulfill a vital defense need. They provide the Nation's only major forcible entry capability in a hostile or potentially hostile area. They can proceed, without interruption, from a naval to a land campaign. They have the inherent capacity to build up a strong striking force ashore, combining all elements of combat power.

Despite all the changes in the world since World War II, the ability to project power ashore is still an essential part of the national strategy. This includes execution of amphibious landings. The Marine Corps is expressly charged with this task.

CORPS: First To Fight

The basic peacetime structure for the Marine Corps consists of three active Marine divisions and aircraft wings—division-wing teams—and a fourth division and aircraft wing in reserve.

One division-wing team is maintained on the East Coast of the United States, ready to respond quickly to contingencies in the Atlantic hemisphere. Another division-wing team is forward-deployed in the Western Pacific, and is prepared to move quickly in support of U.S. policy in the Pacific Hemisphere and the Indian Ocean area. A third division-wing team is based on the West Coast where it can be deployed rapidly to meet contingencies worldwide, or reinforce forward-deployed forces anywhere in the world.

The Marine Corps has two major combat organizations, that comprise the Fleet Marine Forces (FMF), one with the Atlantic Fleet and one with the Pacific Fleet. They are the cutting edge of America's seapower.

These combat forces—designated Fleet Marine Force, Atlantic, and Fleet Marine Force, Pacific—are integral parts of the U.S. Fleet. They represent the largest single share of Marine manpower—almost two-thirds of the Corps' entire strength—and, as the major element of the operating forces, are the heart of the Corps.

Although the main arena for the Marine Corps has been the Pacific basin for many years, Marines are not strangers in Europe. A Marine Amphibious Unit has sailed continuously in the Mediterranean Sea, as a part of the U.S. Sixth Fleet, for more than 28 years. Additionally, since the early 1950s, two Marine Amphibious Forces, (MAF), have been earmarked to the support of NATO.

The most important resource in the Marine Corps inventory is the individual marine—whether it be in Washington, D.C. (top) or in a simulated battle condition during an exercise (bottom).

MANPOWER

The most important resource in the Marine Corps inventory is the individual Marine.

The drive for manpower quality has been a sucess. It has focused primarily on the individual Marine and has depended to a great extent on the high standards being maintained that are congruent with the traditions of the Corps.

The Marine Corps end strength request this year is 190,000, down from 191,500 for fiscal year 1978. This reduction is being accomplished without loss of combat power because of increasing quality and improved personnel management.

Improved quality has affected both attrition and retention. For instance, losses for reasons other than normal expiration of active service are down 46 per cent. Seventy-five per cent of last year's enlistees were high school graduates and this standard will continue.

One innovation in personnel management is the unit deployment system implemented in the Western Pacific.

Until recently, more than 14 per cent of all Marines were serving overseas without

Marine landing vehicle tracked personnel seven (LVTP-7) makes way ashore during a beach assault of Operation Kangaroo in Australia.

dependents on 12-month unaccompanied tours. This is a substantially higher percentage than that in effect in any of the other Services. In October 1977, the Corps' new unit deployment policy was initiated. This was the first part of a six-phase plan to replace certain units in the Western Pacific with similar units from Hawaii and the continental United States (CONUS) on a six-month basis, rather than replace individual Marines every 12 months. Once fully implemented, this new plan will reduce the proportion of Marines serving unaccompanied tours to 11.5 per cent, and will have a positive effect on morale, discipline and retention. Most importantly, readiness will be enhanced.

Another change in manpower is the increase in the number of women Marines from 3,700 to 5,100 this year and, under a new policy, gradually increasing the number of women in Fleet Marine Force assignments.

Last year, approximately 100 women Marine officers and 600 enlisted women held FMF billets. Under the new guidelines, the total will be 350 women Marine officers and 3,500 enlisted women assigned to FMF duty. Their primary role will remain in the combat support and combat service support areas. The Marine Corps also employs approximately 20,000 civilians.

TRAINING

Nowhere is the Corps' concern with quality and readiness for the future more apparent than in today's training.

All basic training remains rigorous and demanding, for teacher and student alike. It must be so, because the ultimate disgrace would be to send a Marine into combat unready.

The effort starts with finding, enlisting, and training 40,000 new recruits each year. They must then be given the motivation, the specialized training, the equipment, and the sophisticated support they need to survive if committed to combat.

The spirit of training efficiency extends to all formal training programs in the Corps. All formal school requirements are being reviewed in detail. For example, two aviation weapons training units are being merged into a single unit at Marine Corps Air Station, Yuma, Ariz. The Marine Corps also takes maximum advantage of inter-service training opportunities.

Air power is included as a fully integrated component of the Marine Corps team. It is not just a supplement to the organic firepower of the ground combat elements.

Thirty per cent of the Corps' formal school training is through schools conducted by the other Services. About 30 per cent is also done via means other than formal schools.

For example, the Marine Corps air-ground combat training program, conducted at Twentynine Palms, Calif., has proved to be of great value. About 10 combined arms exercises per year are conducted, each built around an infantry unit, ranging in size from a battalion to a brigade, supported by fixed and rotary wing aircraft, artillery, amphibious assault vehicles and tanks. Through these exercises, the unique Marine air-ground team capabilities and readiness of participating units are evaluated.

Side-by-side, too, Regular and Reserve join each year in more than 40 exercises worldwide. These provide opportunities for joint exercises, including the Air Force's Military Airlift Command, and combined exercises with allied services.

Finally, in order to decrease costs and free more Marines for service in combat units, recruit training is being shortened from 11 to nine weeks. This is an innovation related to the improved quality of the young Marine recruits entering training.

MARINE CORPS RESERVE

The Marine Corps Reserve maintains the same high standards of readiness as the active forces. Marine Reserve strength, presently at 31,232, is expected to increase to an authorized total of 33,500 for the end of FY79.

Present policy notes three options for employing the Reserves during mobilization. They can reinforce the active Marine forces; augment them; or provide a division-wing team in amphibious brigade increments up to two brigades. Actual employment will depend largely upon the extent of mobilization and the demands of a specific contingency.

Both the 4th Marine Division and the 4th Marine Aircraft Wing—the Reserve division-wing team, headquartered in New Orleans—frequently test the readiness of their units to meet mobilization requirements.

NEW DEVELOPMENTS

To carry the Marine Corps into the 1980s and beyond, the Marines are looking at such items as the amphibious assault landing craft, new anti-armor weapons, ways of expanding V/STOL aircraft capability, improving firepower and other sophisticated weapons systems. These modernization and research and development programs are being developed in cooperation with the other Services, and reflect a focus on being prepared for battlefields of the future.

Marine modernization and procurement programs are echoes of the Corps' stress on mobility, flexibility, speed and firepower to the fullest extent possible. Planning and training is centered on support for the individual Marine, typified by the Marine rifleman.

Research and development contributes eventually to producing the highest possible concentration of shock and firepower at the crucial point on the battlefield.

CONCLUSION

In summary, there are three fundamentals of the Marine Corps which assure maximum responsiveness to any mission. The first—and the cornerstone fo the Marine Corps' existence—is **Operational Readiness.** The second fundamental is **versatility,** embodied in the principle of task organization, which enables the Marine Corps to tailor its forces to the mission at hand. Finally, and unique to the Marine Corps, is the concept of the **Air-Ground Team.**

A marine has his M-16 rifle ready as he crouches in the grass after coming ashore during a beach assault during a joint nation military exercise.

Whether bouy tending in New Jersey (top) or monitoring and assisting in fighting a fire in the Gulf of Mexico (bottom), the Coast Guard stands ready.

COAST G

In today's era of increasing job specialization, few people can still be called a "jack-of-all-trades". The men and women of the U.S. Coast Guard can. The Coast Guard is America's unique Armed Service.

Today, the Coast Guard and Coast Guard Reserve have duties which include search and rescue, polar and domestic icebreaking, recreational and commercial vessel safety, maintaining aids to navigation, and the enforcement of U.S. laws and treaties on waters subject to the jurisdiction of the United States.

This all adds up to a full-time job. But, the Coast Guard also stands ready to serve in case of war. Coast Guard forces have fought valiantly in every conflict since the War of 1812.

Coast Guard programs are carried out by 45,000 military and civilian personnel. Coast Guard facilities include 260 ships, 178 planes, more than 1,925 boats, and about 200 shore stations.

The modern Coast Guard came into being on Jan. 28, 1915, with the merger of the Lifesaving Services and the Revenue Cutter Service. The aim of the new Service was "to protect life and property from the ravages of the sea".

TRADITIONAL MISSION

Although many duties have been added to the list of responsibilities, Search and Rescue (SAR) is the traditional mission which the American public readily identifies with the Coast Guard. The Coast Guard answers calls for help no matter where they come from—a stricken cargo ship at sea, a capsized sailboat off California, or an overdue pleasure craft from the Bahamas.

SAR activities account for almost 24 per cent of the Coast Guard operating hours and absorb roughly one-third of the total operating funds and manpower resources. SAR stations located along America's coastline, as well as on the Great Lakes and all major waterways, are manned by skilled rescue teams with special training. Their fleet of ships and powerful small boats, including the Coast Guard's famous 44-foot motor lifeboats, are the most advanced and durable rescue crafts in the world.

This past year was a banner year for Coast Guard search and rescue. Seventy one thousand calls for help were answered, more than 4,600 deaths were prevented, and 2.8 billion dollars in property was saved.

GUARD: Jack Of All Trades

MOST DRAMATIC CXHALLENGE

One of the most dramatic challenges facing the Coast Guard today is the enforcement of the Fishery Conservation and Management Act of 1976. The law, which became effective for enforcement on March 1, 1977, requires that foreign vessels must have on board a permit issued by the U.S. Government prior to fishing within 200 miles of the U.S. coast. Although the enforcement area is quite large (2 million square miles), the Coast Guard concentrates on those areas where and when fishing will most likely occur. These areas have been jointly identified by the Coast Guard and the National Marine Fisheries Service, and are generally well within the 200 mile zone.

DRUG PATROL

While on the subject of enforcement, the Coast Guard works very closely with U.S. law enforcement agencies and foreign governments to cut the flow of smuggled marijuana and other illegal drugs on the high seas.

During 1977, Coast Guard units seized or participated in the seizure of 52 vessels and confiscated tons of illegal drugs with a street value in excess of 400 million dollars. In one of many successful missions, 304,000 pounds of marijuana was kept from reaching the streets of the United States.

A possible corollary to drug trafficking is vessel thefts and hijacking. In attacking this problem, new guidelines were recently published with the intent of making the Coast Guard more responsive and helpful to victims of these crimes.

Marine environmental protection is another mission area of growing importance to the Coast Guard. With nearly 73 per cent of the crude oil produced in the world today travelling by sea, and marine transport of hazardous/potentially polluting, cargoes having increased 50 per cent in the last decade, it is inevitable that inadvertent and intentional spills will occur each year. Whenever a pollution disaster threatens in the United States, the Coast Guard gets involved. Their pollution experts are frequently called to assist foreign nations in handling major pollution incidents. The Coast Guard has developed several ways of containing and cleaning up spills. One method is to trap the pollution in floating barriers, prevent it from spreading, and then pump it out of the water. Oil is sometimes burned off.

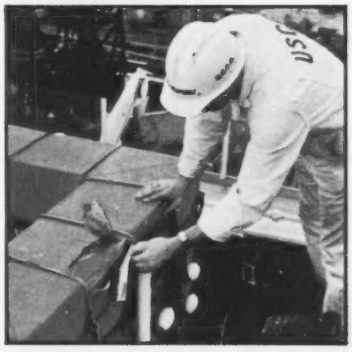
FOIL DEVELOPMENT

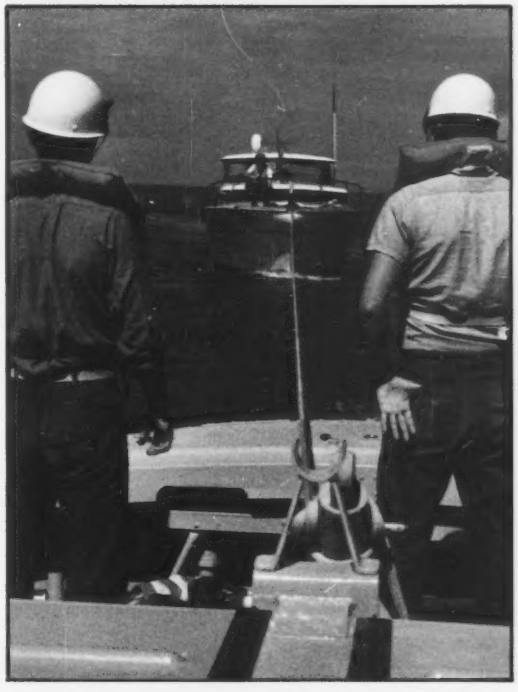
Because 85 per cent of the oil released into the sea is the product of cargo tank and bilge cleaning or ballasting operations, the majority of spills went undetected prior to the Coast Guard's development of its Field Oil Identification Laboratory (FOIL). Now officials are able to pinpoint with 99 per cent accuracy who the culprit is in any unreported oil spill.

The Coast Guard's ice operations program provides the sole United States capability for meeting icebreaking requirements on ice covered polar and domestic waters. Special ships are needed to smash through massive ice fields, and these needs are met by icebreakers ranging in size from 100 to nearly 400 feet; the newest of which can break ice 200 feet thick.

In addition to icebreaking, the Coast Guard tracks thousands of

Life raft inspection (top) and towing in stranded boats are all part of a day's work for members of the Coast Guard.





The 269-foot Coast Guard icebreaker USCGC WESTWIND shatters open a path through field ice closing in on Thule, Greenland.

COMMANDERS DIGEST

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icebergs in a typical year, predicting their exact location day-by-day, and warning ships in the area. It is a tribute to the Coast Gaurd that not a single ship has been lost to an iceberg since 1912 when the liner Titanic collided with an iceberg and 1,800 lives were lost.

BEST-KNOWN FUNCTION

One of the best known Coast Guard functions involves recreational and commercial vessel safety. New safety standards for fuel and electrical systems, and level flotation are expected to prevent an estimated 210 deaths annually. Additionally, the Coast Guard's Office of Boating Safety continues to educate the boating public through public service announcements on television, radio and in the printed media. The Coast Guard not only enforces boating safety regulations, but sets industry standards as well.

Not concerned with recreational boating alone, the Coast Guard's commercial vessel safety program was designed to prevent accidents on the high seas. Among the duties which the Coast Gaurd performs on merchant ships are thorough, periodic inspections of hulls, machinery and equipment to ensure seaworthiness and compliance with safety regulations; the approval of plans before construction or conversion of merchant vessels; and an extensive first inspection of all new vessels during construction to make sure they are built in compliance with the approved plans. High Coast Guard standards have made the U.S. Merchant Marine the safest in the world.

SPACE-AGE TECHNOLOGY

In waters off Miami, the Coast Guard is using space-age technology to convert solar energy into electrical power for navigational buoys and shore aids. Solar energy panels, initially developed for use in space, were mounted on navigational aids in an attempt to store sufficient energy during daylight hours to power a flashing light at night.

Far out on the open sea, the Coast Guard guides ships and planes with radio signals. Powerful **LORAN** transmitters, developed by the Coast Guard, operate 24 hours a day around the world. Ships and aircraft with special receivers can determine their own location even in the dark of night or densest fog. Sailors and aviators of all nations depend on the Coast Guard's **LORAN** signals to bring them home safely.

LORAN-C, a radio navigation system with accuracy to within one-quarter of a nautical mile is now operational over about two-thirds of the U.S. East Coast waters, on the West Coast, through the Bering Sea, and in parts of the Hawaiian Islands. Another significant development in radio aids to navigation, anticipated in 1978, will be the Coast Guard's assumption (from the Navy) of the management of the world wide **OMEGA** system. **OMEGA** is a new, very-long-range radionavigation system. Although it does not give the accuracy needed in the U.S. coastal zone, it does have an advantage over **LORAN-C** in that it can provide world-wide service with only eight transmitting stations.

When the Coast Guard Cutter **TANEY** departed her post at Ocean weather Station Hotel on Sept. 30, 1977, she closed a chapter of Coast Guard history that began 38 years ago. The Ocean Station program was established in January 1940, when President Franklin D. Roosevelt withdrew Coast Guard cutters from the Neutrality Patrol and assigned them to duties as floating weather stations between Bermuda and the Azores. The ships provided navigational, communications, meteorologcial and medical services to passing ships and aircraft.

The program first drew worldwide attention in 1947 when all 69 people aboard the ditched aircraft Bermuda Queen were rescued by the Cutter **BIBB** on Ocean Station Charlie, some 800 miles east of Newfoundland.

KEY TO EXCELLENCE

The key to the Coast Guard's standard of excellence in performing the aforementioned chores is the dedication of its people. This dedication is

probably due to the comparatively small size of the Service, its humanitarian missions, its proud history, its reputation for making a little go a long way, or a combination of all these factors and more. While the Coast Guard does have professional specialties, their members are essentially generalists trained in many skills. In a typical career, Coast Guard officers and enlisted personnel are expected to and do perform well in many areas of the multi-mission service.

The Coast Guard is augmented by more than 12,000 reservists. These dedicated individuals make a positive contribution to the active Coast Guard's capability to perform its peacetime missions and to respond to emergency situations.

COAST GUARD AUXILIARY

The Coast Guard Auxiliary, with a membership of more than 47,000 civilian volunteers, assists the Coast Guard in promoting recreational boating safety.

The evolution of Coast Guard missions beyond the immediate future is hard to project. Operations other than those relating to regulations will expand greatly. There will undoubtedly be more active monitoring of ocean areas, ports and waterways to detect sources of marine pollution, using ever more sensitive surveillance equipment to assist in tracking and identifying the pollution source. Other monitoring requirements, incident to achieving higher levels of port security will also increase. Rapid data transfer communications will permit Coast Guard authorities to deploy forces more effectively and to better coordinate their efforts with other agencies.

Two important missions of the Coast Guard are to help detect source of oil spills in the waters (top) and to patrol the waterways (bottom).

NEW HELICOPTERS

New short-range helicopters will also be added to the inventory as replacements for the HH–52 helicopter fleet.

Contracts have also been awarded for the new 270-foot medium endurance cutters (MEC's), and the 140-foot small harbor tugs (WYTM's).

The Coast Guard's close and continuing relationship with the Navy is a factor which will affect many key decisions in the evolution of its missions and hardware. Thus, the central theme underlying all new acquisitions is versatility and optimization—satisfaction of both wartime and peace-time operational demands with one piece of equipment.

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